

**CITY COUNCIL AGENDA ITEM**  
CITY OF SHORELINE, WASHINGTON

|                      |  |   |                                 |
|----------------------|--|---|---------------------------------|
| <b>AGENDA TITLE:</b> | Discussion of City Manager Recruitment Firm    |   |                                 |
| <b>DEPARTMENT:</b>   | City Manager's Office                          |   |                                 |
| <b>PRESENTED BY:</b> | Debbie Tarry, City Manager                     |   |                                 |
| <b>ACTION:</b>       | <input type="checkbox"/> Ordinance             | <input type="checkbox"/> Resolution     | <input type="checkbox"/> Motion |
|                      | <input checked="" type="checkbox"/> Discussion | <input type="checkbox"/> Public Hearing |                                 |

**PROBLEM/ISSUE STATEMENT:**

On May 3, 2022, the City Manager announced her intent to retire effective November 2, 2022. Historically the City has used two recruitment firms for the recruitment of executive positions – Prothman and Raftelis (formerly Novak Consulting Group) – although Raftelis has conducted a few recruitments for the City more recently. Given this recent work, staff solicited a City Manager recruitment proposal from Raftelis. City Manager recruitments require specialized experience, knowledge, contacts, skills, outside objectivity, and time that are not usually available internally. It is staff's view that this outside assistance is essential for a successful recruitment, selection and retention of a new City Manager.

If the Council is comfortable with the Raftelis proposal and timeline, staff will proceed with executing a contract to initiate the City Manager recruitment process. If Council would like changes to the proposed process and/or would like staff to seek additional proposals from other firms, Council can provide that direction at tonight's meeting.

**RESOURCE/FINANCIAL IMPACT:**

The estimated cost for the recruitment is \$32,000 plus direct expenses for advertisement, background checks, and candidate travel.

**RECOMMENDATION**

Staff recommends that Council provide direction to the City Manager regarding the proposed City Manager recruitment process and contract with Raftelis.

Approved By:            City Manager **DT**    City Attorney **MK**

## **BACKGROUND**

On May 3, 2022, the City Manager announced her intent to retire effective November 2, 2022. Historically the City has used two recruitment firms for the recruitment of executive positions – Prothman and Raftelis (formerly Novak Consulting Group). In 2010, the Council engaged the services of Prothman and in 2013 the Council engaged the services of Raftelis for the City Manager recruitments. Most recently, Raftelis completed the successful recruitment for the City's Director of Human Resources and Organizational Development in 2021 and the City of Bothell City Manager recruitment, which was completed in April 2022.

## **DISCUSSION**

Staff solicited a City Manager recruitment proposal from Raftelis (Attachment A), given their more recent work with the City. As can be seen in the Raftelis scope of work and timeline, there is an extensive and time consuming effort involved in recruiting and selecting a well-qualified City Manager that fits well with the City Council, community, and staff. Such a recruitment requires specialized experience, knowledge, contacts, skills, outside objectivity, and time that are not usually available internally. It is staff's view that this outside assistance is essential for a successful recruitment, selection and retention of a new City Manager. Catherine Tuck-Parish would be the recruiter assigned by Raftelis for the Shoreline search if Council supports moving forward with this firm.

The initial Raftelis proposal includes:

- Two in-person meetings between the Council and Ms. Tuck-Parish; one to review desired qualifications, traits and experience for the ideal candidate and one for the interview of finalists for the position.
- Individual virtual meetings for each Councilmember with Ms. Tuck-Parish prior to the joint in-person meeting to discuss desired qualifications, traits, and experience of the ideal candidate.
- Public participation through a survey at the beginning of the process, if desired, and a meet and greet opportunity with finalists as part of the final interview process.
- A nation-wide search and pre-screening of candidates based on Council, staff and community input of desired qualities, skills and knowledge.
- A timeline to complete the recruitment and selection process by the end of September 2022.

If the Council is comfortable with the Raftelis proposal and timeline, staff will proceed with executing a contract to initiate the City Manager recruitment process. If Council would like changes to the proposed process and/or would like staff to seek additional proposals from other firms, Council can provide that direction at tonight's meeting.

## **RESOURCE/FINANCIAL IMPACT:**

The estimated cost for the recruitment is \$32,000 plus direct expenses for advertisement, background checks, and candidate travel.

### **RECOMMENDATION**

Staff recommends that Council provide direction to the City Manager regarding the proposed City Manager recruitment process and contract with Raftelis.

### **ATTACHMENT**

Attachment A: May 4, 2022 Raftelis Executive Search Proposal



# City of Shoreline

## Executive Search Services – City Manager

PROPOSAL / May 4, 2022



May 4, 2022

Debbie Tarry, City Manager  
City of Shoreline  
17500 Midvale Ave N,  
Shoreline, WA 98133

**Subject: Proposal for Executive Search Services**

Dear Ms. Tarry:

We are pleased to submit this proposal for executive search services. Our focus has always been to help local government and utility clients solve their financial, organizational, and technology challenges. We are dedicated to providing management consulting services, including executive search, to local governments and the utility industry.

The Novak Consulting Group (TNCG) and Raftelis have always shared a focus on delivering lasting solutions for local government agencies. In January 2020, TNCG joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of more than 120 of the country's leading local government consultants. We know that our combined capabilities and resources will provide added value to our clients.

Our project team for the City comprises skilled professionals, seasoned in local government management with search experience across the country, including Shoreline. Our team has completed over 210 searches, and we have had significant success in identifying and retaining ideal candidates who meet each organization's unique set of needs and expectations. Our approach includes direct outreach to encourage well-qualified women and other members of underrepresented groups to apply. We are confident our approach will result in a successful leader for the organization. Our mission is to strengthen communities, and we do this by helping them find the best leaders to help move their organizations forward.

We look forward to the opportunity to serve the City of Shoreline again. If you have any questions, please contact Catherine Tuck Parrish, our executive search practice leader, using the following contact information:

Catherine Tuck Parrish, Vice President  
Phone: 240.832.1778 / Email: [ctuckparrish@raftelis.com](mailto:ctuckparrish@raftelis.com)

Sincerely,

A handwritten signature in black ink, appearing to read 'Julia Novak'.

**Julia Novak**  
*Executive Vice President*



## Making our world better.

The Raftelis Charitable Gift Fund allocates profits, encourages employee contributions, and recognizes time to charitable organizations that support:

- Access to clean water and conservation
- Affordability
- Science, technology, and leadership

Raftelis is investing in improved telecommunication technologies to reduce the firm's number one source of carbon emissions—travel.



## Diversity and inclusion are an integral part of Raftelis' core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.

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# Who We Are

## RAFTELIS AND THE NOVAK CONSULTING GROUP, HELPING LOCAL GOVERNMENTS AND UTILITIES THRIVE.

Local government and utility leaders partner with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 600 organizations in the last year alone. We provide trusted advice, and our experts include former municipal and utility leaders with decades of hands-on experience running successful organizations. People who lead local governments and utilities are innovators—constantly seeking ways to provide better service to the communities that rely on them. Raftelis provides management consulting expertise and insights that help bring about the change that our clients seek.

### TNCG is Now Raftelis

The Novak Consulting Group and Raftelis have always shared a focus on delivering lasting solutions for local government agencies. In January 2020, TNCG joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of more than 120 of the country's leading local government and utility consultants, who have decades of experience. We know that our combined capabilities and resources will provide added value to our clients, and we're excited about what we can accomplish together.

+ VISIT [RAFTELIS.COM](https://raftelis.com) TO LEARN MORE





We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit Shoreline and help to make this project a success.



#### RESOURCES & EXPERTISE

This engagement will require the resources necessary to effectively recruit for your unique position and the skillsets to complete all of the required components. With more than 120 consultants, Raftelis has one of the largest local government management and financial consulting practices in the nation. Our depth of resources will allow us to provide Shoreline with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading management and financial consultants, we also have experts in key related areas, like stakeholder engagement and data analytics, to provide additional insights as needed.



#### DECADES OF COLLECTIVE EXPERIENCE

Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to chief of police.



#### PERSONAL SERVICE FROM SENIOR-LEVEL CONSULTANTS

You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While other firms may assign your business to junior-level people, our approach provides exceptional service from senior-level consultants.



#### NICHE EXPERTISE

Our expertise lies in strengthening public-sector organizations. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a specific group of clients.



# Firm Capabilities



## FINANCE

**Meet your goals while maintaining a financially sustainable organization**

- Rate, charge, and fee studies
- Financial and capital planning
- Cost of service and cost allocation
- Customer assistance programs
- Affordability analysis
- Utility valuation
- Budget development
- Financial condition assessments
- Debt issuance support
- Economic feasibility and analysis



## COMMUNICATION

**Communicate strategically to build an informed, supportive community**

- Strategic communication planning
- Public involvement and community outreach
- Public meeting facilitation
- Graphic design and marketing materials
- Media and spokesperson training
- Risk and crisis communication
- Social media strategy
- Visual facilitation
- Virtual engagement



## STRATEGIC PLANNING

**Set the direction for the future of your organization and community**

- Organization, department, and community-based strategic planning
- Effective Board / Commission / Council governance
- Retreat planning and facilitation



## ORGANIZATION

**Plan for long-term sustainability and operate with maximum efficiency**

- Organizational and operational assessments
- Stormwater utility development and implementation support
- Performance measurement
- Staffing analysis
- Organizational climate and culture
- Asset management and operations
- Regional collaboration and service sharing



## TECHNOLOGY

**Use your data and technology to improve experience and gain valuable insights**

- Billing, permitting, and customer information audits
- Business process development
- Data management, analytics, and visualization
- Performance measurement and dashboarding
- Software solutions
- Website development



## EXECUTIVE RECRUITMENT

**Identify top talent to lead local governments and utilities**

# Executive Search Strategy

When organizations need to fill key positions, they turn to Raftelis and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. Our approach to executive search services comprises three key phases.

## Inquiring, Understanding, and Defining

Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We will identify qualifications and requirements as well as map out the new hire's first-year goals, so both our client and the employee remain on the same track for success. We will build an accurate position profile, thus ensuring we attract the right people for the position.

## Candidate Search and Evaluation

To reach the right candidates, Raftelis customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We are committed to helping local government leadership positions reflect the communities they serve. We work closely with several organizations that support this goal, and we advertise in national publications that target people of color and women, including the National Forum of Black Public Administrators (NFBPA), Local Government Hispanic Network, and the League of Women in Government. We intentionally seek well-qualified women and people of color, so our clients have excellent choices. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.



**39%** of our recruitments resulted in the hiring of **women**

**21%** of our recruitments resulted in the hiring of **people of color**

## Supporting Success

We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. We follow up to ensure continued progress, productivity, and satisfaction for the employee and our client.

We take a tailored, goals-based approach to each recruitment. By looking beyond the hiring process, our holistic view ensures that each candidate will fit the role as well as the organization. In the end, we are not just looking for a successful professional; we are finding the right employee to be successful in their new position long after they are hired.

# Work Plan

## THE FOLLOWING PROVIDES A DETAILED DESCRIPTION OF OUR WORK PLAN FOR THE CITY MANAGER RECRUITMENT.

### Activity 1 – Develop Candidate Profile

We will begin this engagement by developing a clear picture of the ideal candidate for this position. We will first speak in-person with the City Manager and each member of the City Council, individually and as a group, to identify desired traits and experiences for the position, as well as discuss the timeline and process. We will also facilitate an in-person meeting with the department directors as a group to gather input. We can also solicit input from key stakeholders through an online survey, if desired. We will discuss not just the technical skills needed for the position, but what makes for the right organizational fit in terms of traits and experiences. We generally conduct our initial work, candidate review meeting, and interviews in person and are well-situated to do that. However, we can facilitate this work via video calls, online mechanisms, or small group meetings to adhere to local public health protocols. We have done this successfully for all phases of recruitments based on our clients' needs.

Based on the information learned from our meetings, we will develop a recruitment plan that includes Washington, the region, and the nation. We will prepare a position profile that is unique to the City of Shoreline. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the ideal candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that the applicants know what will be expected of them should they be hired, the City has thought about what it wants the person to accomplish in the first year, and the successful candidate can hit the ground running with a work plan. Once drafted, we will review the recruitment plan, position profile, and first-year goals with the City. Modifications will be made as necessary before recruitment begins.

#### DELIVERABLES:

- Detailed recruitment process documents, including recruitment plan, position profile, and first-year goals

### Activity 2 – Conduct Active Recruitment and Screening

As part of the recruitment plan, our team will identify key states and metro areas to focus our targeted recruitment. We will prepare and place advertisements in state and national publications and websites to attract candidates from throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan.

We will place job postings with national, state, and regional professional organizations such as International City/County Management Association (ICMA), Engaging Local Government Leaders (ELGL), National Forum for Black Public Administrators (NFBPA), League of Women in Government, Local Government Hispanic Network, Association of Washington Cities, state professional organizations in targeted states in the Pacific Northwest, other targeted metro areas and tribal organizations, and other places as identified in the recruitment plan.

As soon as the advertisements are completed, our team will begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. We will pinpoint individuals and jurisdictions to reach out to

directly through phone and email. We will also utilize social media (LinkedIn, Twitter, and Facebook) to broaden our reach. We have found that this combination of outreach is an effective way to reach top applicants, especially those who are not currently in the job market but may be willing to consider a move to an excellent organization like the City of Shoreline.

We will reach out to the applicants in our extensive database as well as the prospective candidates we have targeted in previous recruitments for similar jurisdictions. We will also develop a list of additional candidates to pursue based on the City's unique needs. Our outreach includes seeking well-qualified women and people of color and encouraging them to apply.

As applications are received, our team will acknowledge each one and keep applicants aware of the status of the process. We will screen each applicant against the position profile and first-year goals. We will conduct interviews via phone or videoconference with those who most closely meet the profile to learn more about their interest, qualifications, and experience for this position. A written summary of these candidates will be prepared and shared with the City. We will then meet virtually with the City to review the entire list (if desired) as well as the most qualified candidates who have the requisite skills, experiences, and traits needed for success in the position. Based on the City's direction, we will finalize a list of candidates to invite for in-person interviews.

## DELIVERABLES

- Placement of ads and job postings
- Targeted outreach to passive candidates
- Candidate review materials including screening results and internet search

## Activity 3 – Support Interviews and Selection

Each person you wish to interview will then be contacted again by our recruitment team. We will plan and facilitate a multi-step interview process specific to the position, which will consist of two rounds of interviews: virtual first-round interviews and in-person finalist interviews. The process could include writing exercises, presentations, panel interviews, tours, and a key staff meet-and-greet. A book that contains customized interview questions and information about each of the candidates invited to interview will be provided to those involved in the interview process. We will also facilitate pre- and post-interview briefings. Our team will coordinate the logistics of the process and provide the candidates with the details along with any travel policy requirements or other information. We will also work with a City contact to ensure a suitable venue is arranged for the interviews. Expenses for the candidates will be borne and reimbursed directly by the City.

The City will select the top candidate. We can help make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. Our team will speak with candidates' references to confirm the strength of their credentials. We will also conduct a media check to review published information found in search engines, online publications, and social media. Reference and background checks will be performed on the top candidates, including but not limited to education, credentials, employment history, criminal background check, civil litigation check, and credit history.

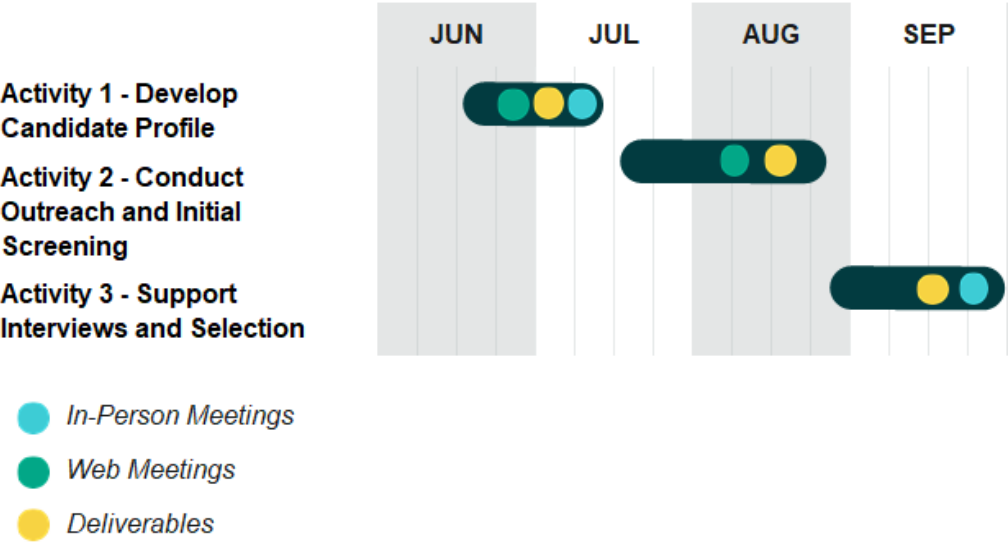
We also can assist in negotiating the employment offer. We will provide information about best practices in salary and total compensation, and we will have obtained information on the candidate's salary. We will keep candidates apprised of their status and release them at the appropriate time.

## DELIVERABLES

- Interview book materials including references and background checks

# Recruitment Timeline

Included below is a draft timeline. We expect to review this with City during Activity 1 and adjust it as necessary as we develop the recruitment plan.



# Recent Executive Search Experience

| Client  | Position                                       |
|---|--|
| AZ Clarkdale                                  | Town Manager                                   |
| AZ Cottonwood                                 | City Manager                                   |
| AZ Oro Valley                                 | Chief Financial Officer                        |
| AZ Oro Valley                                 | Police Chief                                   |
| AZ Payson                                     | Town Manager                                   |
| AZ Peoria                                     | Human Resources Director                       |
| AZ Scottsdale                                 | Economic Development Director                  |
| AZ Yuma                                       | City Administrator                             |
| AZ Yuma                                       | Engineering Director                           |
| AZ Yuma                                       | Finance Director                               |
| AZ Yuma                                       | Planning and Neighborhood Services Director    |
| CO Aspen                                      | Community Development Director                 |
| CO Boulder                                    | Human Resources Director                       |
| CO Boulder                                    | Independent Police Monitor                     |
| CO Boulder                                    | Planning and Development Services Director     |
| CO Boulder                                    | Utilities Engineering Manager                  |
| CO Boulder                                    | Chief Financial Officer                        |
| CO Boulder                                    | City Attorney                                  |
| CO Fort Collins                               | Deputy City Manager                            |
| CO Fort Collins                               | Community Services Director                    |
| CO Fort Collins                               | Compensation, Benefits, and Wellbeing Director |
| CO Fort Collins                               | Environmental Services Director                |
| CO Fort Collins                               | Natural Areas Director                         |
| CO Fort Collins                               | Recreation Director                            |
| CO Fort Collins                               | Utilities Executive Director                   |
| CO Health District of Northern Larimer County | Executive Director                             |
| CO Lafayette                                  | City Administrator                             |
| CO Louisville                                 | City Manager                                   |
| CO Louisville                                 | Director of Parks and Recreation               |

| Client                               | Position                                   |
|--------------------------------------|--|
| CO Louisville                        | Director of Planning and Building Safety   |
| CO Louisville                        | Human Resources Director                   |
| CO Loveland                          | Budget Manager*                            |
| CO Loveland                          | Chief Financial Officer*                   |
| CO Loveland                          | Economic Development Director*             |
| CO Northglenn                        | Human Resources Director                   |
| CO Pueblo West Metropolitan District | District Manager                           |
| CO Westminster                       | Park, Recreation, and Library Director     |
| CT Greenwich                         | Town Administrator                         |
| CT Mansfield                         | Town Manager                               |
| CT Meriden                           | City Manager                               |
| CT Windsor                           | Police Chief                               |
| DE Kent County                       | County Engineer/Public Works Director      |
| DE Lewes                             | Municipal Planning and Development Officer |
| DE Milford                           | City Manager                               |
| DE Milton                            | Town Manager                               |
| DE Rehoboth Beach                    | City Manager                               |
| IA Cedar Rapids                      | Utilities Director                         |
| IA Cedar Rapids                      | City Attorney                              |
| IA Cedar Rapids                      | Public Works Director                      |
| IL Peoria County                     | Director, Animal Protection Services       |
| IN Bloomington                       | Traffic and Transportation Engineer        |
| KS Baldwin City                      | City Administrative Officer                |
| KS Edgerton                          | Building Inspector                         |
| KS Edgerton                          | Community Development Director             |
| KS Johnson County                    | Human Resources Director                   |
| KS Merriam                           | Finance Director                           |
| KS Olathe                            | Director of Economy                        |
| KS Tonganoxie                        | City Manager                               |



| Client |   | Position                                       |
|--------|---|--|
| OH     | Cleveland Heights                             | City Manager                                   |
| OH     | Cleveland Heights                             | Finance Director                               |
| OH     | Dayton  | Financial Officer                              |
| OH     | Dublin  | City Manager                                   |
| OH     | Dublin  | Director of Public Service                     |
| OH     | Granville                                     | Village Manager                                |
| OH     | Hilliard                                      | City Manager                                   |
| OH     | Hudson  | City Manager                                   |
| OH     | Jackson Township                              | Township Administrator                         |
| OH     | Miami Township                                | Township Administrator                         |
| OH     | Moraine                                       | City Manager                                   |
| OH     | Oberlin                                       | Fire Chief                                     |
| OH     | Oberlin                                       | Police Chief                                   |
| OH     | Portsmouth                                    | City Manager                                   |
| OH     | Prairie Township                              | Township Administrator                         |
| OH     | Sandusky                                      | City Manager                                   |
| OH     | Solid Waste Authority of Central Ohio (SWACO) | Director of Administration                     |
| OH     | The Port - an Ohio Port Authority             | Industrial Development Manager                 |
| OH     | The Port - an Ohio Port Authority             | Vice President of Communications and Marketing |
| OH     | The Port - an Ohio Port Authority             | Vice President of Economic Equity              |
| OH     | Union County                                  | County Administrator                           |
| OH     | Upper Arlington                               | Assistant City Manager*                        |
| OH     | Upper Arlington                               | Police Chief                                   |
| OH     | Washington Township                           | Township Administrator                         |
| OH     | West Chester Township                         | Township Administrator                         |
| OH     | Westerville                                   | City Manager                                   |
| OH     | Westerville                                   | Deputy Director of Planning and Development    |
| OH     | Westerville                                   | Finance Director                               |
| OH     | Worthington                                   | Assistant Fire Chief                           |

| Client |   | Position                                 |
|--------|---|--|
| OR     | Beaverton                                 | Interim City Manager                     |
| OR     | Beaverton                                 | City Manager                             |
| OR     | Gresham                                   | Police Chief                             |
| OR     | Hillsboro                                 | Employee and Labor Relations Manager     |
| OR     | Hood River                                | Public Works Director                    |
| OR     | Lane County                               | Public Works Director                    |
| OR     | Newberg                                   | Assistant City Manager                   |
| OR     | Newberg                                   | Public Works Director                    |
| OR     | Salem                                     | City Manager                             |
| OR     | Tigard                                    | Assistant City Manager                   |
| OR     | Tigard                                    | Finance Director                         |
| OR     | Tualatin Hills Park & Recreation District | District Finance Director                |
| OR     | Washington County                         | County Administrator                     |
| OR     | Washington County                         | Interim County Administrator             |
| OR     | Washington County                         | Chief Financial Officer                  |
| OR     | Washington County                         | Assistant County Administrator           |
| OR     | Washington County                         | Assistant County Administrators          |
| PA     | Breakneck Creek Regional Authority        | Manager                                  |
| PA     | Carlisle Borough                          | Police Chief                             |
| PA     | Farrell                                   | City Manager                             |
| TX     | Abilene                                   | City Engineer                            |
| TX     | Abilene                                   | Library Director                         |
| TX     | Lancaster                                 | Assistant City Manager                   |
| TX     | Lancaster                                 | Finance Director                         |
| TX     | University Park                           | Human Resources Director                 |
| VA     | Albemarle County                          | Chief Financial Officer                  |
| VA     | Albemarle County                          | County Attorney                          |
| VA     | Albemarle County                          | Deputy Director of Community Development |
| VA     | Albemarle County                          | Police Chief                             |



| Client |                  | Position  |
|--------|------------------|---|
| VA     | Albemarle County | DEI Director  |
| VA     | Albemarle County | Human Resources Director  |
| VA     | Alexandria       | Controller  |
| VA     | Arlington County | Central Library Services Division Chief*                            |
| VA     | Arlington County | Housing Director*   |
| VA     | Ashland          | Town Manager  |
| VA     | Bedford County   | County Administrator  |
| VA     | Bedford County   | Deputy Fire Chief*  |
| VA     | Bedford County   | Finance Director  |
| VA     | Fairfax          | City Manager  |
| VA     | Fairfax          | Police Chief  |
| VA     | Fairfax County   | County Executive  |
| VA     | Fairfax County   | Deputy County Executive   |
| VA     | Harrisonburg     | City Manager  |
| VA     | Harrisonburg     | Human Resources Director  |
| VA     | Harrisonburg     | Police Chief  |
| VA     | Leesburg         | Town Attorney   |
| VA     | Leesburg         | Planning and Zoning Director  |
| VA     | Loudoun County   | Animal Services Director  |
| VA     | Loudoun County   | Assistant County Administrator                                      |
| VA     | Loudoun County   | Assistant Director of Human Resources                               |
| VA     | Loudoun County   | Chief Financial Officer   |
| VA     | Loudoun County   | County Attorney   |
| VA     | Loudoun County   | Economic Development Director                                       |
| VA     | Loudoun County   | Family Services Director  |
| VA     | Loudoun County   | Finance Director  |
| VA     | Loudoun County   | Mapping and Geographic Information Director                         |
| VA     | Loudoun County   | Mental Health, Substance Abuse, and Developmental Services Director |

| Client |                                      | Position  |
|--------|--------------------------------------|---|
| VA     | Loudoun County                       | Parks, Recreation, and Community Services Director      |
| VA     | Loudoun County                       | Planning and Zoning Director                            |
| VA     | Loudoun County                       | Systemwide Fire Chief                                   |
| VA     | Loudoun County                       | Community Corrections Director                          |
| VA     | Newport News                         | Waterworks Director                                     |
| VA     | Newport News                         | Human Resources Director                                |
| VA     | Prince William County                | Planning Director                                       |
| VA     | Prince William County                | Deputy County Executive for Public Safety               |
| VA     | Virginia Retirement System           | Human Resources Director                                |
| VA     | Warrenton                            | Town Manager  |
| WA     | Bothell                              | City Manager  |
| WA     | Camas                                | City Administrator                                      |
| WA     | Central Pierce Fire and Rescue       | Fire Chief  |
| WA     | Sammamish                            | Public Works Director                                   |
| WA     | Shoreline                            | Administrative Services Director                        |
| WA     | Shoreline                            | City Manager  |
| WA     | Shoreline                            | Human Resources and Organizational Development Director |
| WA     | Shoreline                            | Human Resources Director                                |
| WA     | Spokane Regional Health District     | Disease Prevention & Response Director                  |
| WA     | Spokane Regional Health District     | Health Officer  |
| WA     | Spokane Regional Health District     | Human Resources Manager                                 |
| WA     | Sudden Valley Community Association  | General Manager/Chief Operating Officer                 |
| WA     | Sunrise Water Authority              | Finance Director  |
| WI     | Central Brown County Water Authority | Manager   |
| WI     | Mequon                               | City Administrator                                      |
| WV     | Morgantown                           | City Manager  |

# References

Raftelis is uniquely positioned to perform this recruitment because of our knowledge of local government and our extensive network across the nation. Our clients tell us we are more than just consultants—we are trusted advisors. The following table lists a few comparable recruitments we have conducted and references for each of them.

| Client   | Reference  |
|--|--|
| <b>City of Bothell, Washington</b> <ul style="list-style-type: none"><li>City Manager (2021)</li></ul>   | Mathew Pruitt, Human Resources Director<br>18415 101st Avenue NE<br>Bothell, WA 98011<br>(425) 806-6201<br><a href="mailto:mathew.pruitt@bothellwa.gov">mathew.pruitt@bothellwa.gov</a>  |
| <b>City of Gaithersburg, Maryland</b> <ul style="list-style-type: none"><li>City Manager (2020)</li><li>Director of Finance and Administration (2019)</li><li>Engineering Services Division Chief (2019)</li><li>Finance Director (2020)</li><li>Public Works Director (2013, 2020)</li></ul>  | Tanisha Briley, City Manager<br>(301) 258-6300<br><a href="mailto:Tanisha.Briley@gaithersburgmd.gov">Tanisha.Briley@gaithersburgmd.gov</a><br><br>Dennis Enslinger, Deputy City Manager<br>(301) 258-6310<br><a href="mailto:dennis.enslinger@gaithersburgmd.gov">dennis.enslinger@gaithersburgmd.gov</a><br><br>31 S. Summit Avenue<br>Gaithersburg, MD 20877   |
| <b>City of Louisville, Colorado</b> <ul style="list-style-type: none"><li>City Manager (2017)</li><li>Human Resources Director (2021)</li><li>Parks, Recreation, and Open Space Director (2018)</li><li>Planning and Building Safety Director (2016)</li></ul>   | Megan Davis, Deputy City Manager<br>749 Main Street<br>Louisville, CO 80027<br>(303) 335-4539<br><a href="mailto:mdavis@louisvilleco.gov">mdavis@louisvilleco.gov</a>  |
| <b>City of Boulder, Colorado</b> <ul style="list-style-type: none"><li>City Attorney (2021)</li><li>City Manager (2020)</li><li>HRIS Manager (2020)</li><li>Human Resources Senior Manager (2020)</li><li>Human Resources Director (2017)</li><li>Independent Police Monitor (2020)</li><li>Planning and Development Services Director (2020)</li><li>Total Rewards Senior Manager (2020)</li><li>Utilities Engineering Manager (2021)</li></ul> | Nuria Rivera-Vandermyde, City Manager<br>(303) 441-3090<br><a href="mailto:rivera-vandermyden@bouldercolorado.gov">rivera-vandermyden@bouldercolorado.gov</a><br><br>Chris Meschuk, Deputy City Manager<br>(303) 441-3388<br><a href="mailto:MeschukC@bouldercolorado.gov">MeschukC@bouldercolorado.gov</a><br><br>Aimee Kane, Program and Project Manager<br>(303) 441-4235<br><a href="mailto:KaneA@bouldercolorado.gov">KaneA@bouldercolorado.gov</a><br><br>1777 Broadway<br>Boulder, CO 80302 |

| Client  | Reference   |
|---|---|
| <b>City of Rockville, Maryland</b> <ul style="list-style-type: none"><li>• City Attorney (2021)</li><li>• City Manager (2016)</li><li>• Community Planning and Development Services Director (2018)</li></ul> | Bridget Donnell Newton, Mayor<br>111 Maryland Avenue<br>Rockville, MD 20850<br>(240) 314-8291<br><a href="mailto:bnewton@rockvillemd.gov">bnewton@rockvillemd.gov</a> |

# Catherine Tuck Parrish

## PROJECT DIRECTOR/LEAD RECRUITER

Vice President – Executive Search

### PROFILE

Catherine has 30 years of management experience working for local governments of all sizes, nonprofit organizations, and associations. She leads the firm's executive search practice and has conducted over 160 searches for manager/ administrator; police chief; fire chief; directors of public works, planning, economic development, finance, human resources, and human services; and many other key positions in local governments across the country.

In addition to executive recruitment, she has facilitated numerous governing body workshops, staff retreats, and strategic planning sessions. Her work as a consultant includes project management and contributions to several local government projects such as process improvement studies, departmental assessments, planning and permitting process reviews, and policy development.

Catherine's most recent local government experience was as deputy city manager in Rockville, Maryland, where she oversaw parks and recreation, human resources, information technology, finance, neighborhood resources (citizen engagement), communications, customer service, and intergovernmental functions. She also served as acting city manager in Rockville for nearly a year. Before joining the City of Rockville, Catherine served as assistant to the county executive in Fairfax County, Virginia, working on change management issues, including a new pay system, employee surveys, implementation plans, and internal communication improvements. Catherine also served as an ethics advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, form of government issues, and recruitment. Additionally, she worked for the city of Denton, Texas.

She chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She also led the Maryland City/County Management Association (MCCMA) as president and vice president. She served as president, vice president, and secretary of the Metropolitan Association of Local Government Assistants in the Washington, D.C. metro area. Catherine has spoken at national and state conferences on a variety of topics, including recruitment trends, civility, effective councils, ethics, forms of government, human resources, long-term financial planning, budget strategies, developing high performing organizations, and leadership. She has also spoken at the National League of Cities' Leadership Training Institute on recruiting and evaluating the CEO. She is a certified instructor of the Myers-Briggs Type Indicator instrument.



### Specialties

- Executive search
- Strategic planning
- Facilitation
- Strategy development and implementation
- Community engagement
- Employee engagement

### Professional History

- Raftelis: Vice President (2020-present)
- The Novak Consulting Group: Executive Search Practice Leader (2010-2020)
- Management Partners: Senior Manager (2009-2010)
- City of Rockville, Maryland: Deputy City Manager/Acting City Manager/ Assistant City Manager (2001-2009)
- Fairfax County, Virginia: Assistant to the County Executive (1998 -2001)
- ICMA: Ethics Advisor/ Senior Local Government Programs Manager (1994-1998)
- City of Denton, Texas: Administrative Assistant to the City Manager (1990-1994)

### Education

- Master of Public Administration - University of Kansas (1990)
- Bachelor of Arts in Communication Studies/Personnel Administration - University of Kansas (1988)

### Professional Memberships

- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)
- Maryland City/County Management Association (MCCMA)

# Heather Gantz

## LEAD RECRUITER

Senior Manager

### PROFILE

Heather has over 20 years of leadership experience in recruiting, talent acquisition, and executive search, with the last 13 years focused on local government. She leads executive searches for the firm, where she is known for her thoroughness as well as engendering trusting relationships with both the client and candidate while providing exceptional customer service throughout the process.

Heather has conducted over 65 searches in the public sector. She has delivered positive search outcomes for dozens of high profile public organizations and is an expert at guiding strategy and tailoring outreach to find even the most niche candidates. Heather has successfully recruited for city and county managers and administrators, deputy and assistant managers, human resources, finance, community and economic development, public safety, parks and recreation, public works, and many more local government professionals. In addition, she has led numerous executive-level searches in the social/nonprofit sector and recruited leadership positions for technology, creative, accounting, and finance professionals in the private sector.

In addition to executive recruitment, Heather has experience supporting organizational effectiveness. She is known for providing effective leadership development and contributing to employee growth and development initiatives. Heather has advised individuals and small groups on career transition and job search strategies. Topics include knowledge and skill assessment, resume development, LinkedIn, networking, interview preparation, and salary and offer negotiation. Heather has also completed several leadership evaluations and performance reviews for local government leaders.

Heather has a passion for supporting diversity and innovation in the public sector. She served as an early Advisory Board Member for ELGL and remains an active and involved member in support of their mission of engaging the brightest minds in local government. In addition, Heather has served as a recurring speaker and presenter at the Northwest Women's Leadership Academy (NWWLA) in support of advancing women into leadership roles from a variety of backgrounds in local government.



### Specialties

- Executive Search
- Leadership Development
- Employee Growth and Development
- Innovation
- Facilitation
- Project Management
- Community Engagement
- Diversity of Thought

### Professional History

- Raftelis: Manager (2020-present)
- Waldron: Director (2007-2020)
- Private Sector Recruiter (1996-2007)

### Education

- Bachelor of Arts in Business Management - University of Phoenix (2000)

### Professional Memberships

- Engaging Local Government Leaders (ELGL)



# Pamela J. Wideman

## LEAD RECRUITER

Manager

### PROFILE

Pamela has over 25 years of experience in leading local government teams, with the last 10 years in executive leadership with the City of Charlotte. She is adept at forging creative solutions to government and community issues at the local level, with service to the community as the foundation of her leadership style. She is known for her thoroughness as well as engendering trusting relationships with elected officials, executive leadership across public, private, and non-profit organizations, and residents, all while providing exceptional customer service throughout the process.

Pamela most recently served at the Director of the City of Charlotte's Housing & Neighborhood Services Department, leading a team of over 200 staff across five key divisions. Pamela has shaped Charlotte's affordable housing landscape and managed the oversight of millions of public dollars. She helped create and preserve over 4,600 affordable housing units, created, and successfully deployed COVID-19 Pandemic relief programs for rent, mortgage, utility, and deposit assistance to keep vulnerable residents housed during the pandemic, developed a new local rental subsidy program, and managed over \$68 million in homelessness support and prevention.

During her work there, Pamela hired numerous staff members for her Department and participated on executive search panels for positions both with the City of Charlotte as well as with other municipalities and organizations. She is known for contributing to organizational growth and development initiatives. Pamela is highly sought after as speaker for her expertise in affordable housing and has spoken on numerous panels across the country. She has participated in numerous executive-level collaborations engaging multiple community partners in the business and philanthropic fields. Pamela strongly believes that "service is the rent we pay for living on this earth" and is often asked to share her public sector experiences with students, professional trade organizations, and local municipalities.

Pamela has a passion for developing and implementing solutions that serve the community. She served as an early Advisory Member for the Greenlight Fund in Charlotte, and on the Mayors and CEOs Committee for U.S. Housing Investment. Pamela was awarded the Master of Public Administration Alumna of the Year and received a Leadership in Black Excellence from her alma mater, the University of North Carolina – Charlotte. She was also recognized as a Women's In Leadership Champion by the Charlotte Chapter of the Urban Land Institute. Additionally, she was recognized as one of the top 10 "Behind the Scenes" newsmakers by the Charlotte Business Journal in both 2017 and 2020. She currently serves as a member of the International City/County Management Association, the Urban Land Institute, and the National Forum for Black Public Administrators.

Previously, she served on the Board of Directors for the PNC Community Development Bank and as the Vice-Chair of the N.C. Department of Transportation's Affordable Housing Committee where she provided guidance and recommendations for policy and funding approaches to support and encourage the development of affordable housing near transit stops. She is past President of the Southern Piedmont Chapter of the National Forum for Black Public Administrators and a former member of the Board of Directors for the Mental Health Association of the Greater Carolinas.



### Specialties

- Executive Level Management
- Hiring and Recruitment
- Affordable Housing Expertise
- Community Development Policy and Program Development
- Team Development & Leadership
- Consensus Building
- Community Engagement
- Budget Management

### Professional History

- Raffelis: Manager (2021 – Present)
- City of Charlotte: Director of Housing & Neighborhood Services (2017 – 2021)
- City of Charlotte: Housing & Neighborhood Services Deputy Director (2008 – 2016)
- City of Charlotte: Housing & Neighborhood Services Supervisor (2006 – 2008)
- City of Charlotte: Budget Analyst (2003 – 2006)

### Education

- Harvard Kennedy School -Senior Executives in State and Local Government (2015)
- UNC-Chapel Hill - Municipal Administration (2007)
- University of North Carolina at Charlotte- Master's in Public Administration (2006)
- Belmont Abbey College -Bachelor of Arts in Business Administration (1999)

### Professional Memberships

- International City/County Managers Association
- Urban Land Institute
- National Forum for Black Public Administrators

# Robert Colichio

## RECRUITMENT SPECIALIST

Consultant

### PROFILE

Robert has over seven years in full lifecycle recruiting, sourcing, interviewing, and professional coaching. As a recruiter Robert has engaged in searches within both the public and social sector. He has successfully worked on recruitments for city and county managers and administrators, deputy and assistant managers, and various director and managerial roles in human resources, finance, community and economic development, public safety, parks and recreation, and public works.

In addition to executive recruiting, Robert has over eight years of combined experience in professional development, career coaching, and career transition management. With over 500 clients served leading and coaching them through complicated organizational change ranging from individual executive employees transitions to large reductions in force. Work with these clients often included one-on-one coaching over the course of multiple months. Robert additionally hosted and development multiple large group workshops for companies. He further has extensive and diverse project management experience including technology changes and implementations.

Robert has a Master of Business Administration degree with an emphasis in organizational behavior and a Bachelor of Science in Business Administration with dual concentrations in operational management and marketing with a minor in economics.



### Specialties

- Executive search
- Project management
- Facilitation
- Employee growth and development
- Data analysis

### Professional History

- Raftelis: Consultant (2021-present)
- Waldron: Senior Consultant and Coach (2013-2021)
- Portland State University: Graduate Teaching Assistant (2010-2012)
- Private Sector Consultant: Strategic Planning and Marketing Development (2008-2012)
- Skanska USA: Project and Client Relations Coordinator (2006-2008)

### Education

- Master of Business Administration in Organizational Behavior - Portland State University, School of Business (2012)
- Bachelor of Science in Business Administration - University of Oregon, Lundquist College of Business (2006)

### Professional Memberships

- SHRM/PHRMA



# Kelsey Batt

## RECRUITMENT SPECIALIST

Associate Consultant

### PROFILE

Before joining Raftelis as a recruitment specialist in 2021, Kelsey earned her bachelor's degree in Professional Writing and Creative Writing from Purdue University in West Lafayette, Indiana.

During her time as a student, Kelsey worked at the Purdue Writing Lab as an undergraduate tutor where she paired with over 1,000 undergraduate and graduate students to help develop positive relationships with both writing and the English language. She also competed on the women's Track and Cross-Country teams while at Purdue.

She has previously worked as a copywriter at Sweetwater Sound where she developed the company's first Copy Style Guide and proposed several researched marketing strategies, focusing on inclusion amidst gender inequality in the music industry. Her ideas can be seen implemented throughout their current sales website and internally. Kelsey also has experience in marketing from her time at SDI Innovations where she was responsible for producing and editing social media and blog content. Kelsey enjoys consuming and contributing to the world of journalism, having worked as a student journalist at the Purdue Exponent for several years.



### Specialties

- Executive search
- Recruiting
- Editing

### Professional History

- Raftelis: Associate Consultant (2021-present)
- The Purdue Writing Lab & Purdue OWL (2017-2021)

### Education

- Bachelor of Arts, School of Liberal Arts – Purdue University, West Lafayette, IN (2021)

# Cost for Services

The total fixed fee to complete the City Manager recruitment, as outlined in this proposal, is \$32,000. This includes all professional fees and expenses for Raftelis.

We estimate the following additional costs to the City, which would be billed at cost.

|                                    |  |
|------------------------------------|--|
| <b>Advertising</b>                 | Approximately \$2,000-\$2,500                              |
| <b>Background checks</b>           | Estimated at \$175-\$500/finalist                          |
| <b>Finalists' interview travel</b> | Borne and reimbursed directly to the finalists by the City |

Advertising and background checks are invoiced as completed. The fixed fee will be invoiced as follows:

|                              |  |
|------------------------------|--|
| <b>Activity 1 – \$9,277</b>  | After delivery of the recruitment documents <ul style="list-style-type: none"><li>• Recruitment plan</li><li>• Recruitment brochure</li><li>• First-year goals</li></ul> |
| <b>Activity 2 – \$12,683</b> | After the candidate review   |
| <b>Activity 3 – \$10,040</b> | After the interviews are completed   |